DEPARTMENT INFORMATION
1. Department: Student Health and Wellness (SHaW)
   a. Staff involved in preparing budget:
      i. Department Head: Suzanne Onorato, Executive Director
      ii. Budget staff: Sheyda Younessi, Director Fiscal and Business Operations
      iii. Other staff: Linda Anievas, Financial Assistant 2
   b. Phone number: 860-486-0744

2. Organization of Department – please attach a current organization chart to your submission

FINANCIAL INFORMATION
Please complete the attached spreadsheet and submit with the qualitative information below. All of the previous year and current year information was prepopulated by Kate Clark. Current year information was derived from the data entered for the Budget Construction process last spring. As this is the first year of using this spreadsheet, should you have questions about the information, please contact Kate at your earliest convenience to clarify. Please review the narrative questions below in advance of completing the spreadsheet to understand how the two parts mutually shape your submission.

NARRATIVE INFORMATION
Please answer the following questions in as much detail as necessary to support your budget proposal. For your current year (FY22) and next year’s (FY23) budget, it will be important to know your true expenses and the necessary revenue to cover these expenses. The following questions are designed to collect the important information that will help the Committee and the senior administration understand your specific circumstances

3. Briefly describe the programs and services provided that are funded by a) GUF, and b) are funded by other revenue (if applicable).

Student Health and Wellness (SHaW), including Medical and Clinical services, Mental Health Services, and Health Promotion, uses the funds from the Student Health Services Fee to provide a full spectrum of programs and services to benefit the health and wellness of the UConn student population. The following programs are fully funded by the fees from the Student Health Services Fee:

#Health Equity and Access to Care Services
- Create processes that support hiring and retaining a diverse and inclusive SHaW workforce
- Provide training and consultation to SHaW staff to enhance cultural sensitivity and cultural humility
- Engage directly with UConn students to understand needs, identify barriers to access, and to provide training and skills, especially for marginalized students

Medical and Clinical Services:
- Management of Public Health Emergencies, including COVID-19
- Operation of the Alternate Care Site and Vaccination Site
- Sexual Assault Forensic Examiner (SAFE) Program
- Nutrition and Physical Activity Counseling
- Eating Disorders Services
• 24/7 Advice Nurse
• HPV Gardasil 9 Cancer Prevention Vaccination Clinics
• Know U Well Nurse Wellness Screening and Consultation Visits
• Infusions
• Campus-wide Flu Clinics
• Sexually Transmitted Disease Clinics
• Student Health History Review and Care Coordination of Existing Medical Conditions
• Parent/Student Transition of Care Meetings
• Infirmary Overnight Services
• Immunization Compliance
• International Student Health Screenings
• American College Health Association National College Health Assessment Survey
• Undergraduate Student Trainings and Internships
• Proctor Students from School of Nursing, Pharmacy, and Medical School
• Student Health Fairs and Screenings
• Consultations and Support for Departments throughout the University
• New Student and Parent Orientations
• Presentations for FYE Classes

**Mental Health Services:**

• Drop In “Let’s Talk” Consultation Services
• Suicide Prevention Week Events
• UConn HELPS (Helping Everyone Learn to Prevent Suicide)
• Ask, Listen, Refer Online Suicide Prevention Training for Faculty and Staff
• Fresh Check Mental Health Awareness Day
• UConn SHAPE (Students Helping Achieve Positive Esteem)
• Meditation - Three Session Stress Management Series
• Yoga Classes
• Perfectionism and Stress Reduction Workshops
• Biofeedback and Mindfulness for Stress Reduction
• Online Mental Health Screening Tools
• Connect and Challenge Retreat
• Advisor for Active Minds
• Staff/Faculty Consultation and Trainings, including Residential Life, FYE Mentors, Academic Achievement Coaches, Athletics Head Coaches, Academic Advisors, Department Heads, Cultural Center Staff, etc.
• New Student and Parent Orientations
• WOW, Parent Weekend Activities, and FYE Classes

**Health Promotion:**

• Lead the work of the UConn Wellness Coalition to promote a campus of wellness
• UConn Recovery Community (URC)
• AlcoholEdu Mandatory Education Program (for all incoming Storrs and Regional students)
• Alcohol and Marijuana Screening and Intervention - BASICS and MAPP Program
• Group Training/Education for Students –
  • Alcohol Uncorked Group Alcohol Abuse
  • Weeding Through the Facts Drug Abuse Prevention Programs
• New Student and Parent Orientation
• WOW and Parent Weekend Activities
• Peer Education Programs
FYE Programs
Residential Learning Education Programs
Staff and Faculty Trainings
Sexual Health Education, including Safe Sex, Abstinence, Get Yourself Tested, and more
Stress Management Programs, including Pet Therapy, Massage 101, Mindfulness, and more
HIV/AIDS Awareness Events
Education Programs to Residential Life, Greek Life, Cultural Centers, and Student Groups
Educational Resources

In addition, the following Student Health Services are partially supported by the Student Health Services Fee:

**Medical and Clinical Services:**
- Primary Care
- Urgent Care
- Women’s Health
- Orthopedics and Sports Medicine
- Allergy and Travel Medicine
- Pharmacy
- Phlebotomy
- Radiology
- COVID Assessment and Testing

**Mental Health Services:**
- Routine and Emergency Triage and Assessment
- Individual and Group Therapy
- Psychiatric Services
- Crisis Intervention/Immediate Help Services
- Alcohol and Other Drugs Counseling Services

4. Please explain any significant changes in this year’s budget/spending plan since your budget was submitted for Budget Construction in the spring.

1. **COVID Expenses:**
   As advised, the SHaW budget was constructed excluding all COVID-related expenses. Through the end of FY22, it is anticipated that there will be at least $2 million in non-salary COVID-related expenses, plus additional expenses related to SPARs for COVID work related to testing and contact tracing.

2. **Decrease in Fee-for-Service Revenue Due to COVID:**

<table>
<thead>
<tr>
<th>FY2018 Actual</th>
<th>FY2019 Actual</th>
<th>FY2020 Actual</th>
<th>FY2021 Actual</th>
<th>FY2022 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,169,954</td>
<td>3,226,964</td>
<td>2,518,993</td>
<td>1,203,653</td>
<td>2,976,000</td>
</tr>
</tbody>
</table>

3. **Reallocation of GUF/Student Health Services Fee Allotment:**
   Significant changes to the budget include a decrease in the allocated GUF/Student Health Services fee from the requested $16,395,600 to $13,958,578. The original fee budget request of $16,395,600 included the expenses associated with the following:
• The mandatory collective bargaining increases in salary and benefits from FY19-FY21.
• The seven (7) additional resources required through the Mental Health Task Force recommendations.

The mandatory collective bargaining increases were not integrated into the SHaW budget.

The Mental Health Task Force expenses were mostly included in the FY22 budget, but were added to the previous year’s reduced GUF/Student Health Services fee allotment of $12,979,373, instead of to the requested $14,713,960 fee amount.

The seven (7) additional Mental Health Task Force resources to support student mental health, health promotion and health equity needs, include:

<table>
<thead>
<tr>
<th>Storrs</th>
<th>Position Title</th>
<th>FTEs</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Health Case Management</td>
<td>Mental Health Clinical Case Managers</td>
<td>2.0 FTE</td>
<td>Coordinates care between campus mental health services and community support services to leverage the strengths of our community resources to better support a diverse student body while building needed capacity as the student needs for mental health services continues to increase in acuity and demand.</td>
</tr>
<tr>
<td>Diversity and Inclusion</td>
<td>Training Director Social Worker Diversity Training Program</td>
<td>1.0 FTE</td>
<td>This position would work to reduce health disparities and improve health care outcomes of racially and ethnically diverse student populations at UConn by training MSW students who are specifically interested in culturally competent behavioral health care for underserved populations. The goal of this program is to provide students access to a diverse and/or culturally sensitive staff, while also training potential future hires to increase the diversify of our future mental health team.</td>
</tr>
<tr>
<td>Diversity and Inclusion</td>
<td>Multicultural Mental Health Clinician</td>
<td>1.0 FTE</td>
<td>A mental health clinician who will provide direct mental health care with experience providing services to students from underserved and/or minority populations.</td>
</tr>
<tr>
<td>Health Promotion &amp; Outreach</td>
<td>Mental Health and Wellbeing Education Suicide Prevention &amp; Training</td>
<td>3.0 FTE</td>
<td>Promote and support the development and implementation of mental health awareness, suicide prevention and intervention strategies, including a programmatic approach to wellbeing and suicide prevention training. Implement several levels of education and training on mental health, stigma reduction, service availability and wellbeing strategies throughout the student experience.</td>
</tr>
</tbody>
</table>

Therefore, the requested GUF allocation for FY23 is $18,951,927. The requested increase is to:
• Cover operating expenses, including the historic and current increases in salary and benefits.
• Keep $500,000 in the fund balance for public health emergency management.
• Keep $1,170,702 insurance loss ratio refund in the budget. This includes three years of loss ratio refunds, as a result of a decrease in paid insurance claims, needed to be reinvested in the quality of clinical care for the participants.

4. Anticipated For FY23 Budget Revision - Regional Campus Expansion of SHaW Services

In April 2021, the Regional Campus Task Force for Access to Care and Community Health was formed to determine the need for expanding SHaW medical, nursing, mental health and health promotion services on all four regional campuses. The Regional Campus Task Force committee is finalizing a budget proposal for the expansion of these health care services, amount to be determined (TBD).
5. Describe other sources of revenues for your unit, if any. Do you anticipate any changes in the other sources of revenue (either increases or decreases), during the current year (FY22) or for your proposed budget in FY23? If so, please explain.

SHAW bills insurance and collects fee-for-service revenues for a sub-set of our medical and mental health clinical services. We expect a decrease in fee-for-services revenues from FY19, but an increase compared to FY20 and FY21 (see #4B for details). Our volume of billable services during COVID-19 declined significantly due to a 50% decrease in the on-campus student population and a need for the medical and nursing teams to provide non-billable COVID-19 related testing and treatment throughout the year. Although SHAW did provide remote telehealth and telemedicine services, these services were not provided at the same volume as when all students were in-person, on campus. In addition, FY20 and FY21 witnessed a very low incidence of the flu in our student population.

6. Staff counts
   a. Please identify the number of filled full-time equivalent staff (this may be different than the number of employees if any staff work less than 100%), and how they are funded – GUF vs other revenue. Note: Graduate Assistantship count as .5 FTE.
      - Total full time staff count plus Graduate Assistants: 108.34
      - Total # of people/staff (full time and part time): 118
      - Since SHAH has not received GUF allocation as requested in the budget for the past three years, fee-for-service revenue and the fund balance have been used to cover operational salary and non-salary expenses.
   b. Please identify the number of vacant full-time equivalent staff (again, this may be different than the number of positions unfilled if any of the vacancies are designated as less than 100%).
      - 12 full time vacant positions
      - 2 part time vacant positions
   c. Do you have any special payroll staff? If so, what is their role? 1) in place of vacant positions, 2) supporting temporary needs, or 3) other (please explain)?
      Yes. SPARs are covering for some vacant positions, temporary needs, as well as covering COVID related needs, including contact tracers, coverage for the Alternate Care Site, testing, etc.

7. For planning purposes, the anticipated collective bargaining increases for FY23 is 2% and the increase in the fringe benefits rate should be increased by 1%. Based on this information, do you anticipate needing additional funds to cover any annual increase in either fringe benefits or salary expenses for your current staff that are not able to be covered with your current (FY22) budget? YES. If so, what is the anticipated total increase needed (% increase over FY22 AND actual dollar amount)? $289,725

Note: If additional funds are needed, the Budget Office will determine the additional funds to be allocated based on ACTUAL changes to staff salaries and fringe benefits once those increases are known (late FY22). Are there other increases for Personnel Services for current FTE’s that are not related to CBI or fringe benefit increases? If yes, please explain. No, not at this time.

8. After developing your FY23 current services budget proposal (budget for your current programs, services and staff) and identifying your corresponding expenses, is your budget supported by for your current revenue? If no, please provide the necessary details for the following (Note there may be additional
information requested in support of your budget proposal. If such additional information is needed, the Committee will inform you of this request as soon as possible.): No

a. CURRENT SERVICES - What portion of the requested amount (% increase over FY22 AND actual dollar amount) is for operating funds to maintain current services, (i.e., no additional programs or services)?

The three-year mandatory collective bargaining increases from FY19, FY20 and FY21, plus the 2% CBI and 1% fringe benefit increases for FY23.

b. NEW PROGRAM(S)/SERVICE(S) - What portion of the requested amount (% increase over FY22 AND actual dollar amount) is for new program(s)/service(s)? Have these programs/services been vetted and supported by senior administration (Provost, President or Senior VP for Administration)? If applicable, please explain the new program(s)/service(s) and the dollars associated with EACH new program/service.

TBD - Additional regional campus SHaW services, including medical, nursing, mental health and health promotion resources, plus space, supplies, etc.

c. NEW POSITION(S) - What portion of the requested amount (% increase over FY22 AND actual dollar amount) is for new positions? Have these positions been reviewed and approved by senior administration (Provost, President or Senior VP for Administration)? If applicable, please explain the new position(s) and the dollars associated with EACH.

No new position has been added to FY23.

TBD - Additional regional campus SHaW medical, nursing, mental health and health promotion staff.

d. What opportunities have you taken to reduce, eliminate or reallocate funds to mitigate these requested increases?

Continuing our commitment to increasing fee-for-service revenues.
Continuing our commitment to cost-effective strategies as we expand the provision of safe, effective care.

9. What would be the potential impact on your programs/services and on the overall student experience if the proposed increase listed above were not approved?

Historically, we could use the SHaW fund balance, plus the fee-for-service revenues, to fund the continuity of services for the gap in GUF/Student Health Services fees requested versus what was allotted. However, the significant decrease in the fund balance this year will no longer be a source to cover services. SHaW has been projecting a negative budget since at least FY20, when the amount of GUF transferred in to the SHaW budget remained flat, even though there were three years of salary and benefit adjustments, as required by collective bargaining agreements. SHaW didn’t run in the negative due to vacancies.

This year’s budget submission spreadsheet simply and clearly shows that the GUF/Student Health Services fee transfer received no longer covers basic operational expenses.

If the proposed fee allocation listed above is not approved, in order to provide safe and effective care, SHaW would need to investigate reducing student services offered, including medical, mental health and/or outreach/awareness programs.
10. What are the current (end of FY21) and projected (end of FY22 and end of FY23) levels of your reserves/fund balances for all accounts under your purview? What plans do you have for these resources and over what period of time? Please explain in as much detail as necessary to help the Committee understand the level and purpose of any fund balance/other account.

Please refer to the provided spreadsheet for details:

- FY20 Fund Balance: $8,277,342
- FY21 Fund Balance: $4,393,626
- FY22 Fund Balance: $80,544 (the loss ratio amount is included in this total)
- FY23 Fund Balance (if ShAW receives the requested $18,951,927): $1,670,702
  This includes: $1,170,702 of loss ratio PLUS $500,000 for future public health emergencies. The fund balance will stand at zero (or less), if these two are not covered.

11. Within the next three years (FY23-FY25), do you anticipate any needs that are not able to be covered by your annual operating budget? If yes, please provide a description of the need, why it is necessary, the anticipated cost, if known, and any additional information that would be useful for the committee to understand.

As noted above, this already exists for FY23. Overall, we need for the three years of mandatory collective bargaining salary and benefit increases to be covered. The cumulative total of these increases will be ongoing. They are not a one-time expense. We need to determine how to cover the costs of these ongoing expenses, plus anticipated additional salary and benefit increases, since the fund balance has been depleted.

12. Please describe how students (number/percentage of students) utilize your services and/or participate in your programs. Do others benefit from your programs and services? If yes, please explain.

Data provided is from FY19:

Many of ShAW's programs reach 100% of UConn students, including such programs as Student Orientation, AlcoholEdu, Health History Form review, National College Health Assessment survey, to name a few. In addition, ShAW provides education and outreach programs, trainings and services that reach thousands of students each year. ShAW also provides trainings and support for faculty and staff to better equip them to support and refer students to resources and services, when needed.

For clinical services, over 13,000 unique students utilizes these services, representing over 51,000 healthcare visits.

Of these, ShAW medical services were utilized by 10,258 unique students, providing over 30,000 medical appointments. In addition to these medical appointment visits, ShAW medical care provided:

- 4,490 flu shots
- 456 Get Yourself Tested sexually transmitted infection screenings
- 42% increase in HPV vaccines given
- 9,013 prescriptions filled
- 50% decrease in pharmacy wait times
- 20,663 lab specimens processed
- 873 registered dietitian appointments

ShAW mental health services were utilized by 2,927 unique students, providing over 21,250 total mental health encounters. Some details include:
- 6,120 individual therapy sessions
- 1,232 group therapy appointments
- 1,526 phone triages
- Over 750 students attended Sunset Yoga
- 117 participants in the medication and neurofeedback program
- 147 students participated in the Yoga for Stress Relief program
- Thousands of students participated in Suicide Prevention Week and Fresh Check Day

For FY21, almost every UConn student with an on-campus commitment engaged directly with SHaW COVID testing and other COVID-related services.

13. Are students involved in providing input and/or feedback in your budget process? If yes, please describe how.

Yes – SHaW works closely with students to solicit feedback on types of services needed/wanted, including through student meetings, working with USG and GSS, and connecting with over 60 SHaW student workers. In addition, SHaW collects data from students through patient satisfaction surveys, student comment cards on our website and social media, and from the National College Health Assessment survey data. We also recognize the role that the GUF committee students play in providing feedback on the fee allotments.

14. Is there any additional information that the committee should be aware of in reviewing your budget proposal? Not at this time.
## Student Health and Wellness

### UConn

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Revenue</th>
<th>Total Expenses</th>
<th>Net Income</th>
<th>Net Income % of Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY22 Non-GUI estimating</td>
<td>13,098,140</td>
<td>12,797,330</td>
<td>300,810</td>
<td>2.27%</td>
</tr>
<tr>
<td>FY22 Total estimating</td>
<td>13,098,140</td>
<td>12,797,330</td>
<td>300,810</td>
<td>2.27%</td>
</tr>
<tr>
<td>FY22 GUF estimating</td>
<td>13,098,140</td>
<td>12,797,330</td>
<td>300,810</td>
<td>2.27%</td>
</tr>
<tr>
<td>FY22 Total estimating</td>
<td>13,098,140</td>
<td>12,797,330</td>
<td>300,810</td>
<td>2.27%</td>
</tr>
</tbody>
</table>

### Notes
- For current and near-year forecasts, we are not looking for exact values at this stage. Please refer to the actual document for detailed financial information.
- This table is a simplified representation of the financial data provided in the original document.